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DCI/ICS 85-6419/1

2 October 1985

MEMORANDUM FOR: Director of Central Intelligence  
VIA: Deputy Director of Central Intelligence  
FROM:   
Director, Intelligence Community Staff  
SUBJECT: Strategic Planning Study

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1. Action Requested. That you sign the attached memo to Community principals, advising them of our intention to prepare a Community Strategic Planning Study and asking them to comment on a draft Terms of Reference.

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2. Background. The proposed Strategic Planning Study would cover the time period up to 1995. It would build on the 1985 Capabilities Study (last revisited in 1983), and would lead to an updated statement of DCI Goals and Objectives. It would encompass all collection disciplines and intelligence functions, but would focus on the principal intelligence challenges forecast for the time period. We would expect to devise a list of 12-15 such challenges and identify the capabilities required to respond to them. The study would draw on substantial recent work done for SIGINT and Imagery, and would provide an interdisciplinary structure for integrating such efforts.

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3. A policy group chaired by the DDCI would oversee the study. Steering of the day-to-day effort would be carried out through an existing Planning Working Group chaired by the Director, Planning and Policy Staff/ICS. A staff working group drawn from the Community would do most of the actual preparation. The study would begin in November 1985 and end in spring 1986.

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4. I have discussed this proposal with the DDCI and believe that the timing is right, especially given the resource environment projected over the next few years and the recent Congressional interest aimed at the elaboration of an intelligence strategy for the future. This kind of forward-looking

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SUBJECT: Strategic Planning Study

study would be a critical step in the evolution of any such strategy. It has merit outside that context as well, as it would constitute a useful framework for the development of the NFIP. [REDACTED]

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5. Recommendation. That you sign the attached memo. [REDACTED]

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Attachments:

A. Memo to Program Managers [REDACTED]

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B. Terms of Reference [REDACTED]

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SUBJECT: Strategic Planning Study

DISTRIBUTION:

[Redacted]

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- Orig - Addressee (w/cy 4 of atts)
- 2 - DDCI (w/cy 1 of atts)
- 3 - D/ICS (w/cy 5 of atts)
- 4 - D/PPS (w/cy 19 of atts)
- 5 - DD/PPS/Planning (w/cy 20 of atts)
- 6 - PPS Chrono (w/cy 21 of atts)
- 7 - PPS Subject (w/cy 22 of atts)
- 8 - ICS Registry (w/cy 23 of atts)

DCI/ICS/PPS [Redacted] (30 September 1985)

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The Director of Central Intelligence

Washington, D.C. 20505

9 October 1985

MEMORANDUM FOR: Director, Intelligence Community Staff  
Assistant Secretary of Defense for Command, Control,  
Communications and Intelligence  
Director, Defense Intelligence Agency  
Director, National Security Agency/Chief, Central  
Security Service  
Under Secretary of the Air Force  
Director, Bureau of Intelligence and Research,  
Department of State  
Director of Naval Intelligence, Department  
of the Navy  
Assistant Chief of Staff for Intelligence,  
Department of the Air Force  
Assistant Chief of Staff for Intelligence,  
Department of the Army  
Director of Intelligence, U.S. Marine Corps  
Assistant Director, Intelligence Division,  
Federal Bureau of Investigation  
Executive Director, Central Intelligence Agency  
Special Assistant to the Secretary (National Security)  
Department of the Treasury  
Deputy Assistant Secretary for Intelligence,  
Department of Energy

SUBJECT: DCI Strategic Planning Study

1. Attached for your review is a draft Terms of Reference to produce a Community Strategic Planning Study covering the period up to 1995. The proposed study is intended to articulate the most important intelligence challenges that will face the Community in that period and to identify the capabilities that must be developed to respond to the challenges. This examination will lead to a statement of the significant Community goals and objectives necessary to guide resource planning well into the 1990s. I believe the timing for such a study is right, given the resource environment projected over the coming years and the accompanying need to be certain our programs are shaped to the most important problems.

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2. What is needed is a comprehensive study--using work that has been accomplished within individual collection disciplines--which will address all aspects of the intelligence process and provide us with the necessary emphasis and direction to move into the 1990s. For example, much useful work has been done in the area of signals intelligence, as evidenced by the recently

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SUBJECT: DCI Strategic Planning Study

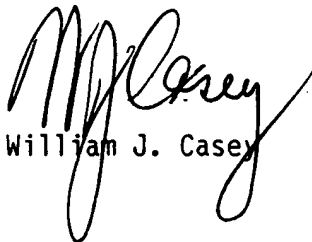
completed Phase II of the Future SIGINT Capabilities Study; that kind of work must now be placed within a Community framework. [redacted]

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3. I have asked John McMahon to lead a limited membership Policy Review Group to oversee the preparation of the study. However, the full cooperation of principal Community members will be necessary if the effort is to succeed. You should also give some thought to how your organization can best participate in this effort. To ensure that the concerns of Community members are considered and that the study is sharply focused, I should appreciate receiving your comments on the attached Terms of Reference. I have asked [redacted] to coordinate the study and request that you send your suggestions directly to him. He should receive them no later than 15 October 1985. [redacted]

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William J. Casey

Attachment:  
Terms of Reference [redacted]

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cc: Deputy Director of Central Intelligence  
Chairman, National Intelligence Council  
Chairman, Intelligence Producers Council

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SUBJECT: DCI Strategic Planning Study

DISTRIBUTION: (DCI/ICS 85-6419 w/att [redacted])

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Copy 1 - DDCI (Mr. John McMahon)

2 - C/NIC (Mr. Robert Gates)

3 - C/IPC (Mr. Richard Kerr)

4 - DCI (Mr. William J. Casey)

5 - D/ICS [redacted]

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6 - ASD(C<sup>3</sup>I) (Mr. Donald Latham)

7 - D/DIA (MajGen Leonard Perroots, USAF)

8 - DIRNSA (LTG William E. Odom, USA)

9 - Under Secretary of the Air Force (Mr. Edward C. Aldridge) [redacted]

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10 - D/INR/State (Ambassador Morton I. Abramowitz)

11 - DNI ([redacted])

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12 - Asst Chief of Staff for Intelligence, USAF (MajGen Schuyler Bissell)

13 - Asst Chief of Staff for Intelligence, USA (LTG Sidney Weinstein, USA)

14 - D/Intelligence/USMC (BGen Frank Breth, USMC)

15 - Asst Dir/Intelligence Div/FBI (Mr. James H. Geer)

16 - ExDir/CIA [redacted]

17 - Special Asst to Secretary, Dept of Treasury (Mr. Douglas Mulholland)

18 - Dep Asst Sec for Intelligence, Dept of Energy (Mr. Charles Boykin)

19 - D/PPS [redacted]

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20 - DD/PPS/Planning [redacted]

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21 - PPS Chrono

22 - PPS Subject [redacted]

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23 - ICS Registry

DCI/ICS/PPS [redacted] (30 September 1985)

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TERMS OF REFERENCE  
DCI STRATEGIC PLANNING STUDY: 1990-1995

BACKGROUND. In 1981, the Intelligence Community prepared a 1985 Intelligence Capabilities Study, which focused on intelligence needs for the second half of the eighties; in 1983, the study was reviewed and its findings reaffirmed. A companion effort, a statement of "Goals and Objectives of the Director of Central Intelligence 1984-1990," was derived from the study and published in 1982. Taken together, these documents have served as a basis for long-range Intelligence Community planning, and have influenced the DCI's annual program and budget guidance. [REDACTED]

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Steps have since been taken towards realization of many of the capabilities identified in 1981, and headway has been made towards attainment of the companion goals and objectives. It is now prudent to examine the impact of this progress in light of the evolving resource environment and the challenges that are expected to prevail in the nineties. Significant work has been done in the intervening years to define the Intelligence Community's future needs and to identify effective system mixes to meet those needs. Most of this work has centered on individual disciplines, such as SIGINT. What is needed is a synthesis of various such approaches to define a coherent intelligence strategy for the first half of the next decade. [REDACTED]

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PURPOSE. To develop an intelligence strategy for the 1990s by identifying the most important intelligence challenges that will face the US in that period and reviewing the capabilities that will be needed to meet them. To articulate the goals and objectives necessary to ensure an efficient and comprehensive intelligence program is pursued. To provide an implicit basis for investment guidance and program structuring. [REDACTED]

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SCOPE. The study will focus on the period from 1990 through 1995 and will include all aspects of the intelligence process (collection, processing, analysis, and production). It will be comprehensive in the sense that it will embrace any issue or topic that is of crucial concern to the Community. In its findings, however, it will be limited in the sense that only the most important topics will be addressed. The goal is to develop a broadly conceived document that provides a solid foundation for strategic intelligence planning. Judgments on which intelligence capabilities should receive emphasis or priority in the future will be implied. [REDACTED]

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PROCEDURE. A Policy Review Group, chaired by the DDCI, will set overall goals for the study, receive interim reports as major portions are completed, and review the study prior to submission to the DCI. It will ensure

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high-level involvement in the effort from its beginning. Membership will include the following: Director, IC Staff; Director, NSA; Director, DIA; Executive Director, CIA; Director, NRO; Assistant Secretary of Defense, C<sup>3</sup>I; the Assistant Director, Intelligence Division, FBI; and the Chairman, Intelligence Producers Council. The Director, Planning and Policy Staff, IC Staff will serve as the Executive Secretary. [redacted]

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The Planning Working Group, which is an existing body chaired by the Director, Planning and Policy Staff/IC Staff, will be the principal steering group for the study. This group will validate issues and guide the efforts of a Staff Working Group drawn from the Community. It will approve drafts prepared by the Staff Working Group, and its individual members will be responsible for home-agency coordination and cooperation. [redacted]

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A Staff Working Group will prepare the study. This group will be chaired by the Deputy Director for Planning, PPS/IC Staff. Interested agencies and departments will be tasked to provide representatives. Its composition will be adjusted as necessary to ensure knowledgeable representation is available for all phases of the study. Such adjustment should provide flexibility while assuring that sufficient continuity exists to produce a cohesive document. At the chairman's option, panels will be formed to deal with selected topics; it is expected, however, that most work will be done by the Working Group as a whole. [redacted]

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A sequential order of tasks will be pursued. As a first step, the National Intelligence Council will be tasked to prepare a "view of the future," a view that will encompass the intelligence requirements and challenges expected to be the most significant in the projected time period. Although this view will necessarily be based on a geopolitical forecast of the world in the 1990s, it is essential that specific issues and complexities be identified at a level which has meaning for collection, processing, analytical, and distribution capabilities. This view of the future will be provided to the Community (both collectors and consumers) for comment and emendation. The Staff Working Group will then prepare a list of challenges and issues, drawing on this view, on previous work done for the SIGINT and Imagery studies, and on individual agency contributions. [redacted]

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The list of challenges and issues identified by the Staff Working Group will be validated by the Planning Working Group and winnowed to a small set (12-15) of the most significant or difficult. Staff Working Group membership will then be altered to assess required capabilities. Validation procedures used will be the same as for issue identification. Program Managers will be asked to evaluate the issues in terms of current and programmed capabilities. For some disciplines, previous studies should prove extremely useful in making this assessment. [redacted]

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The Intelligence Community Staff will be tasked to prepare a forecast of the anticipated resource environment for the early-to-mid nineties, which will also be furnished to Program Managers to aid in their evaluation of plausible responses to the issues and problems that have been identified. Using such [redacted]

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inputs, the Staff Working Group will construct capability matrices related to the Community's most important needs. These matrices will provide an integrated look at required capabilities. [REDACTED]

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The Staff Working Group (with membership alteration if necessary) will then examine the required capabilities to derive new DCI goals and objectives for the post-1990 time period. A key part of this effort will be a review of the existing statement of goals and objectives to reaffirm or revise them where needed. The goals and objectives will be stated in terms of where we are and where we need to be, and should provide the necessary foundation for future programs. Again, validation will be provided by the Planning Working Group. [REDACTED]

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PREVIOUS EFFORTS. Recent planning efforts for SIGINT and Imagery contain various formulations of perceived future challenges or issues of importance to the Community. The SIGINT study presents considerable work on desirable system architectures. Other recent studies also include agreed views on future problems and needs. All this work will be drawn on. What is sought is a synthesis of these and similar efforts to ensure an interdisciplinary view is taken. [REDACTED]

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TIMING. The study will begin in November 1985. It should be completed in spring 1986. [REDACTED]

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PARTICIPANTS. Policy Review Group and Planning Working Group membership will be as described above. All NFIB members will be tasked to participate in the Staff Working Group in the areas where they have substantive interests and responsibilities. Membership in this group, the principal drafting mechanism, will be adjusted to meet the needs of the various phases of the study. Administrative support will be furnished by the Intelligence Community Staff. [REDACTED]

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[REDACTED] 25X1

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